



TOWN OF KIRKLAND LAKE

CORPORATE STRATEGIC PLAN

2024–2026 AND BEYOND



KIRKLAND LAKE
THE RIGHT ENVIRONMENT





► (L–R): Councillor Casey Owens, Councillor Janice Ranger, Councillor Lad Shaba, Mayor Stacy Wight, Councillor Dolly Dickens, Councillor Patrick Kiely, Councillor Rick Owen.

Message from the Mayor, Council, and Administration

We are honoured to introduce Kirkland Lake's new corporate strategic plan—a visionary roadmap shaping our municipality's future. This plan isn't just a document; it's a commitment to your aspirations, a collaborative effort between the council, dedicated staff, and, most importantly, our vibrant community.

You might wonder, how does a corporate strategic plan differ from a community strategic plan? Simply put, the corporate strategic plan focuses on the internal workings, aligning our operational strategies with the broader goals and aspirations of our residents. Our new plan will be the blueprint guiding our actions, investments, and initiatives to fulfill the shared vision we have crafted together.

Council, Town administration, and staff are resolutely focused on the key strategic priorities outlined: Service Excellence, Sustainable Core Services, and Infrastructure to ensure a Vibrant and Prosperous Community. These priorities aren't just words—they represent our commitment to enhancing infrastructure, fostering economic growth, ensuring sustainable services, and delivering top-notch services to you, our valued residents.

This plan isn't static; it's dynamic and adaptable, designed to evolve in response to your feedback and changing needs. Your involvement and input will continue to be instrumental as we work together to bring this plan to life.

We invite you to explore this roadmap, engage with us, and join hands as we embark on this journey toward a brighter, more prosperous future for Kirkland Lake.

Land Acknowledgement

We acknowledge that the Town of Kirkland Lake is located on the traditional territory of Algonquin peoples including the Beaverhouse First Nation, and unceded territory of other Indigenous peoples.

We recognize the presence of the Algonquin, Anishinaabe, Ojibwe, Cree, and Métis people in our community since time immemorial and honour their stewardship and care of these lands.

We hereby affirm our continued commitment and responsibility to reconciliation.

Executive Summary



▶ Alan Smith, Chief Administrative Officer

The new corporate strategic plan is a defining moment in our pursuit of excellence. Our mission is succinct but powerful:

"The model of public service done right"

This statement embodies our continued commitment to raising our standard of public service. This will entail:

- ▶ striving to consistently surpass expectations to deliver exceptional value
- ▶ upholding transparency and ethical conduct to ensure the trust and confidence of those we serve
- ▶ embracing change and innovating our operations to foster a culture of continuous improvement
- ▶ creating an environment in the Corporation for personal and professional growth to empower our team members to thrive in their roles

This corporate strategic plan sets out short- and long-term strategic priorities that will provide clear guidance to staff to achieve the targets set by Council.

Of particular importance over the next few years will be the enhancement of our infrastructure. Well-maintained infrastructure contributes to a higher quality of life. It acts as a catalyst for economic growth, attracting investments, creating job opportunities, and providing a foundation for innovation and technological advancements. Investing in and maintaining strong infrastructure is an investment in the prosperity, resilience, and sustainability of our community and its residents.

This plan is not just a document. It is our solemn commitment to ensuring reliable and sustainable services for the town of Kirkland Lake. We firmly believe that through collaboration and unity, we can achieve our shared goals to make our town the right environment for you.



VISION *to* ACTION:

OUR VISION

The right environment for you:
diverse, thriving, and efficient.

OUR MISSION

The model of public service
done right

STRATEGIC PRIORITY AREAS



Service
Excellence



Sustainable
Core Services



Infrastructure



Vibrant and
Prosperous
Community

ACTION

ADMINISTRATION

Develop annual departmental
& corporate business plans

Track and report on progress



VISION TO ACTION



STRATEGIC PRIORITY:

Service Excellence



Service excellence is not just about delivering satisfactory service, it is about caring for the people surrounding the service. Service excellence means letting our residents know that they are valued and understood. It also means ensuring our employees feel supported, valued, and capable in their position to provide the quality of service aspired to by the Corporation. Our mission is succinct but powerful: “the model of public service done right”.

Strategic Actions for 2024 to 2026

1.

Assess points of contact with residents to identify ways to streamline communications, increase stakeholder engagement, demonstrate user-friendliness, and provide optimal service

2.

Retain and attract the best talent through a positive work environment and strong collaborative corporate culture, and through the development and implementation of human resources policies and best practices, to support the aim of making the Town of Kirkland Lake an Employer of Choice.

3.

Embrace modern technologies that will promote customer service and increase efficiency and access

4.

Develop long-term financial plans and budgets to ensure financial sustainability and value for money

Strategic Questions

- Is this improving service for residents and customers?
- Is it embracing the use of technology?
- Are residents involved in the planning and implementation of this initiative?
- Does this foster a supportive and growth-oriented work environment?
- Have we considered the financial costs and value for money?

STRATEGIC PRIORITY:

Sustainable Core Services

(including those legislated under the Municipal Act)



Sustainable core services are the bedrock of a municipality, providing essential functions and infrastructure that support the daily lives of our residents. Ensuring their sustainability guarantees ongoing quality of life and forms the foundation for long-term growth and development.

Strategic Actions for 2024 to 2026

1.

Prioritize core services and explore alternatives for non-core services, which may include divestment or changes to operating models

2.

Provide clear, fair, and consistent regulations and policies governing municipal operations

3.

Investigate strategies to reduce our environmental footprint

4.

Develop and implement key performance indicators to evaluate the efficiency and effectiveness of service delivery

Strategic Questions

- Are there viable alternatives for divesting or modifying the operating models of non-core services to optimize resource allocation?
- Does this enhance transparency and stakeholder engagement in the decision-making process?
- Will these KPIs be effective to track progress, identify areas for improvement, and ensure continuous enhancement of service delivery?
- Have we considered the financial costs and value for money?

STRATEGIC PRIORITY:

Infrastructure



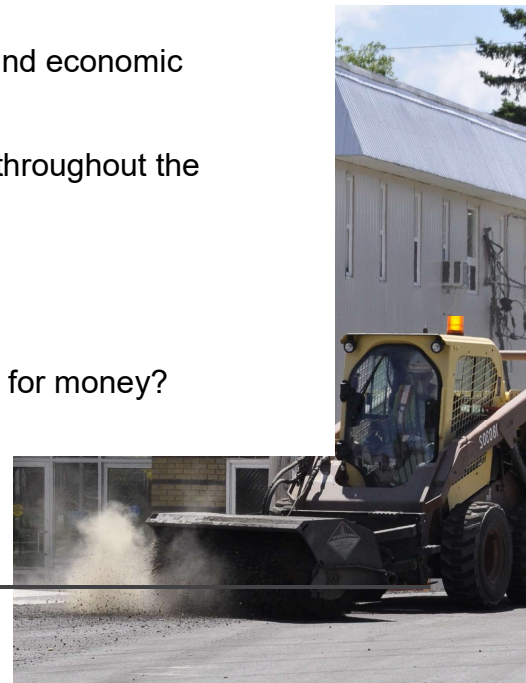
Infrastructure, encompassing roads, sidewalks, water, and wastewater systems, forms the backbone of a functional and thriving community. Infrastructure is essential for our health, growth, and prosperity.

Strategic Actions for 2024 to 2026

1. Prioritize infrastructure projects based on critical needs, aging systems, potential environmental risks, and community needs
2. Proactively prepare and plan projects and continue to identify and apply for additional funding opportunities
3. Establish the Asset Management Plan as a resource for the preparation of capital and operating budgets
4. Develop long-term financial plans and budgets to align with the lifecycle of assets

Strategic Questions

- Will this initiative meet the community's long-term needs?
- Will this project contribute to sustainable growth and economic development?
- Can transparency and accountability be ensured throughout the implementation of this strategic action?
- Will this improve the lives of residents?
- Have we considered the financial costs and value for money?



STRATEGIC PRIORITY:

Vibrant and Prosperous Community



A “vibrant and prosperous community” has the services and amenities that promote economic development, community well-being, and quality of life for residents.

Strategic Actions for 2024 to 2026

1.

Prioritize the implementation of the economic development and tourism program to improve the local business climate and foster growth

2.

Invest in infrastructure projects that facilitate residential growth, business expansion and increased housing options

3.

Provide public spaces that enhance the appearance of the town and encourage social interaction and active lifestyles for all ages

4.

Develop long-term financial plans and budgets to support the aim of being a vibrant and prosperous community

Strategic Questions

- Does this encourage sustainable growth and economic development?
- Does this support a complete community where people can live, work, shop, and access services in close proximity?
- Does this enhance community well-being and make us more inclusive, equitable, and accessible?
- Does this consider opportunities to collaborate with local businesses, organizations, or institutions, to amplify the positive impact of this initiative?
- Have we considered the financial costs and value for money?

Current Council's Operational Aims

2024 and Beyond



Service Excellence

Streamlined processes

- ⇒ Centralized communication platform for residents' queries, feedback, and requests
- ⇒ Online submission and processing of common forms and applications
- ⇒ A comprehensive database or knowledge base accessible to residents for commonly sought information

Employer of choice

- ⇒ Competitive salaries, comprehensive benefits, and distinct benefits
- ⇒ Prioritization of employee well-being and work-life balance
- ⇒ Paths for career advancement and opportunities for professional development for succession planning
- ⇒ Empowered employees with autonomy and opportunities to innovate
- ⇒ Transparent communication between leadership and employees

Financial sustainability

- ⇒ Long-term financial plans and budgets aligned with the Corporation's vision and mission
- ⇒ Increased and diversified revenue streams
- ⇒ A strategy for future use of municipal lands
- ⇒ Regular transparent reporting to stakeholders on financial health and performance

Modern technologies

- ⇒ Development of a culture of learning and openness to new tools and platforms, including providing training for staff
- ⇒ A clear roadmap for innovative technology adoption aligned with Corporate needs

Stakeholder engagement

- ⇒ Effective channels for two-way communication with stakeholders to understand their interests and concerns
- ⇒ Communication strategies tailored to stakeholder needs and expectations
- ⇒ Consistency in messaging, tone, and visual elements to reinforce the corporation's image and values

Current Council's Operational Aims

2024 and Beyond



Sustainable Core Services

(including those legislated under the Municipal Act)

Core services

- Development of alternatives for divestment or changes to operating models for non-core services
- Prioritization of budget allocations and resource distribution to bolster core services that directly impact residents' well-being
- Review of core services through an age-friendly lens to ensure best practices and accessibility requirements are met or exceeded
- Enhancement of standards for the maintenance and snow removal for roads and sidewalks
- Evaluation of the operating agreement with Ontario Clean Water Agency
- Analysis of the options for public transit and the financial viability of providing this service
- Establishment of key performance indicators (KPIs) to track the efficiency and effectiveness of core service delivery

Governance

- Clear, fair, and consistent regulations and policies governing municipal operations
- Training programs and resources for municipal staff and officials to enhance governance competencies
- Timely reports from staff to Council on all significant projects and initiatives
- Regular communication with residents to explain governance structures, processes, and decisions

Environmental sustainability

- Implementation of strategies to reduce our environmental impact
- Optimization of waste management systems to prioritize recycling, repurposing, and reducing landfill waste
- Implementation of urban planning strategies that prioritize sustainability in construction and development

Current Council's Operational Aims

2024 and Beyond

Infrastructure



Roads and sidewalks

- Prioritization of repairs and upgrades based on usage, safety concerns, and community needs
- Development of a long-term Road Reconstruction Plan that includes all roads in the Town
- Upgraded sidewalks to comply with accessibility standards, including safety measures such as crosswalks, signage, and traffic calming measures
- Strategies to secure additional funding to supplement municipal budgets for road and sidewalk projects

Water and wastewater systems

- Prioritization of infrastructure projects based on critical needs, aging systems, potential environmental risks, and community needs
- Development of a long-term Water and Wastewater Reconstruction Plan for the repair and expansion of the Town's systems
- Integration of advanced technologies for efficient water treatment and distribution, as well as wastewater collection and treatment processes
- Development of contingency plans in case of system failures or natural disasters
- Strategies to secure additional funding to supplement municipal budgets for water and wastewater projects

Asset Management Plan

- Establishment of the Asset Management Plan as a tool in the preparation of capital budgets and a significant instrument for the preparation of operating budgets
- Integration of the Fleet Management Replacement Plan into the Corporation's Asset Management Plan
- Establishment of an equipment procurement policy based on maintenance data and analysis rather than the age of the asset
- Implementation of a Maintenance Management program
- Completion of Building Condition Assessments on all municipally owned buildings
- Implementation plan for construction of a new Fire Hall

Current Council's Operational Aims

2024 and Beyond



Vibrant and Prosperous Community

Affordable housing

- Encourage housing options that cater to diverse needs, including accessibility features for people with disabilities and seniors
- Collaboration with employers, non-profit organizations, housing agencies, and community groups to increase affordable housing initiatives
- Evaluation of conditions to accommodate alternative housing models such as tiny homes, co-housing, or accessory dwelling units to increase affordable options
- Encouragement of mixed-use developments that incorporate various housing types (e.g., apartments, townhomes, single-family homes) within neighborhoods

Growth

- Investment in infrastructure projects that facilitate residential growth and business expansion and greater housing options
- Investment in public amenities such as parks, recreational facilities, and public spaces to enhance the quality of life of residents
- Collaboration with educational institutions to provide education, training, upskilling and reskilling programs to match the demands of evolving job markets

Local business climate

- Updated regulations that expedite the permitting process without compromising safety or quality standards
- Establishment of partnerships with local businesses and tourism boards to attract visitors and showcase local products/services
- Expansion of the Community Improvement Plan for areas designated for commercial and industrial development
- Support for emerging industries to diversify the local economy, reducing dependency on the resource sectors

Community wellbeing

- Continued support and participation in the implementation of the Community Safety and Wellbeing Plan
- Recognition programs, including Community Grants, for volunteers and community organizations



**THE RIGHT ENVIRONMENT FOR YOU:
DIVERSE • THRIVING • EFFICIENT**

How We Will Use This Corporate Strategic Plan

Corporate and Departmental Business Plans

This corporate strategic plan is a living document. The plan will provide a framework for decision-making. It will be integrated into all municipal activities through the development of annual departmental business plans, that will identify strategic initiatives aligned with the corporate strategic plan.

Together, the departmental business plans will comprise the annual corporate business plan. This plan will be brought to council for approval and will form the basis for progress reports to the community.

The vision, mission, and strategic priorities identified in this corporate strategic plan will be integrated into the Town’s organizational structure and policy framework.



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